

Delivering the new
BUCKINGHAMSHIRE COUNCIL



Council Emergency Plan

Version 1, Jan 2020

Buckinghamshire Council

Author

Civil Contingencies Work-stream

Version Control

Version	Date	Approved By	Date
draft v0.1- 0.4	October 19	CC workstream	4 Nov 19
Final Draft v0.5	November 19	CC workstream	18 Nov 19
Post CIG draft v0.1	December 19	CC workstream	20 Dec 19
Post CIG draft v0.3	January 2020	Richard Barker	9 Jan 2020
Post CIG draft v0.4	January 2020	CC workstream	14 Jan 2020
Post ISE draft v1	February 2020	Ben Coakley	14 Jan 2020

Amendments

Date	Amendments
December 2019	CIG requested - Remove reference to Interim plan; introduce Service Directors as Tactical / Incident Manager ('Silver'); added action cards for duty directors
January 2019	CMT to CRMT; CRMT membership
February 2020	CRMT -state the Duty Director/ Gold will chair this group with the Chief Executive Officer in the membership
February 2020	Final check of structure and reduce use of acronyms. Addition of Elected Member Role Card

Plan Review & Maintenance

- The Council Emergency Plan will come into effect from 1 April 2020.
- It will be reviewed and amended by the Civil Contingencies Unit.

Contents

Contents	3
Part 1 – Introduction	5
Introduction	5
Rationale	5
Aim & Objectives of the Plan	5
Role of the Local Authority in an Emergency	6
Definition of an Emergency	7
Definition of a Major Incident.....	7
Command & Control structures in relation to the Emergency Plan:	8
Part 2 – Roles, Responsibilities & Response Structures	9
Chief Executive Officer:	9
Duty Corporate Director / Strategic Manager / Council ‘Gold’	9
Crisis Response Management Team:	9
Corporate Directors:	9
Duty Service Director / Incident Manager / Council ‘Silver’	9
Service Directors:.....	10
Service Out of Hours officers from Former County Council:	10
Civil Contingencies Unit:	10
Duty Civil Contingencies Officer:	10
Standby-Officers from Former District Councils:	10
Local Authority Liaison Officers:	10
Tactical Advisors :.....	11
Emergency Operations Centre:	11
Emergency Rest Centres:	11
Elected Members: (Also for Role Card, see Appendix 10):	11
Thames Valley Local Resilience Forum:.....	12
Part 3- Activation	13
Activation Criteria.....	13
Notification Process	13
Impact Assessment & Cascade Procedure	15
Part 4 – Response Arrangements	16
Overview	16
Overview of Service Response Activities	16

Buckinghamshire Council Incident Levels	17
All Services / Areas Response to Emergency	19
Communications Team response	19
Finance and Procurement response arrangements.....	19
Reporting	19
Information Management Systems for Emergencies	20
Information Sharing	20
Resources.....	20
Military Aid to the Civil Authority	21
Part 5 – Stand down & Organisational Learning	22
Criteria for stand down:	22
Response Level and Likely Stand-down actions:	22
Organisational Learning:	22
Part 6 - Recovery.....	23
Recovery from Emergency Response	23
Recovery Phase.....	23
Part 7 – Appendices	25
Appendix 1 –Buckinghamshire - background information.....	26
Appendix 2 – General Principles of Response in Buckinghamshire	28
Appendix 3 - Buckinghamshire Council Levels of Incident Response.....	29
Appendix 4 - Role of the Emergency Operations Centre.....	31
Appendix 5 - Council ‘Gold’ Role Card	32
Appendix 6 - Council ‘Silver’ (Incident Manager) - Role Card	33
Appendix 7 - Service Director Role Card.....	34
Appendix 8 – Civil Contingencies Unit - Role Card.....	35
Appendix 9 - Crisis Response Management Team	36
Appendix 10 – Elected Members – Role Card	37
Appendix 11 – Participation in the Multi-Agency Coordination Structures.....	39
Appendix 12 - Training & Exercising.....	42
Appendix 13 – Information Management Systems.....	43
Appendix 14 - Response arrangements of the former Councils	44
Appendix 15 – Health and Safety	46
Appendix 16 - Communications Team response	47
Appendix 17 – Finance & Procurement Team response.....	48

Part 1 – Introduction

Introduction

This document is Buckinghamshire Council's Emergency Plan that will be in effect from 1 April 2020. It is a framework plan that sets out the internal command and control arrangements of the new Council in relation to the response to an emergency in the community in support of the multi-agency response.

It is the framework plan for all other emergency plans and also links to the Corporate Business Continuity Arrangements. It is consistent with National Guidance and the multi-agency plans of the Thames Valley Local Resilience Forum and other organisations. It outlines what is expected of Services and Units with regards to emergency response.

The general principles of response are provided in Appendix 2.

Rationale

The detailed rationale for the Emergency Plan is contained within the approved Civil Contingencies Policy.

In short, the primary legislation that provides the statutory duty for Buckinghamshire Council to have emergency and business continuity plans is the Civil Contingencies Act 2004. Buckinghamshire Council is defined within in this Act as a Category One Responder.

According to the Civil Contingencies Act 2004, Category 1 Responders shall:

- *maintain plans for the purpose of ensuring, so far as is reasonably practicable, that if an emergency occurs the person or body is able to continue to perform his or its functions*
- *maintain plans for the purpose of ensuring that if an emergency occurs or is likely to occur the person or body is able to perform his or its functions so far as necessary or desirable for the purpose of:*
 - *preventing the emergency,*
 - *reducing, controlling or mitigating its effects, or*
 - *taking other action in connection with it.*

This means in practice that there is a statutory duty for the Council to have an emergency plan to prevent and / or respond to emergencies in the community, and business continuity arrangements to maintain the delivery of its functions, whilst responding to the emergency.

Aim & Objectives of the Plan

The aim of the Emergency Plan is:

‘To define the command, control, coordination and communication arrangements of the Council in the event of an emergency response in Buckinghamshire’.

The objectives of the Emergency Plan are:

- To define the Council's responsibilities in an emergency in accordance with the Civil Contingencies Act 2004 and other relevant legislation and guidance.
- To link the Emergency Plan with the emergency response arrangements of the former Councils in order to facilitate an effective response with the Council structure that exists on Vesting Day.
- To detail the response roles of key Council responders.
- To define the mechanism for activating the Emergency Plan and the response arrangements.
- To outline the command and control arrangements that will be adopted by the Council for an emergency response.
- To describe how the Council's emergency response and recovery processes will be activated.
- To provide a source of information and reference to those with key roles in the emergency response of the Council.

Role of the Local Authority in an Emergency

The purpose of the Council's emergency response is:

'To provide an effective and coordinated Council response to an emergency affecting the community, in support of the combined multi-agency response, in order to manage the immediate effects of the emergency, mitigate the impact of the emergency – especially on the vulnerable - and hasten the return to normality through the recovery process'.

The role of a local authority during an emergency may be summarised as:

- Supporting the emergency services and other organisations involved in the immediate response, including:
 - Assistance in the evacuation of the local community.
 - Provision of premises for reception centres.
 - Clearance of debris and restoration of roadways, provision of engineering services and emergency signing.
 - Structural advice, and making safe or demolition of dangerous structures.
 - Provision of a Temporary Mortuary.
 - Communicating with the Public.
- Providing support services for the community and others affected by the incident. This could include:
 - Provision of Emergency Rest Centres, with food and beverages, beds, and welfare services.
 - Provision of a Humanitarian Assistance Centre for the dissemination of information and support to those affected by the emergency.
 - Provision of emergency sanitation and hygiene services.
 - Re-housing of those made homeless, in both the short and long term.
 - Inspection of housing.
 - Environmental health management.
 - Implementation of measures to control the spread of disease.
 - Clearance and mitigation of pollution incidents.
- Enabling the community to recover and return to normality as soon as possible.

Definition of an Emergency

An 'Emergency' in the context of the Civil Contingencies Act is defined by Guidance as:

'An event or situation which threatens serious damage to human welfare in a place in the UK, the environment of a place in the UK, or war or terrorism which threatens serious damage to the security of the UK'.

The threat to human welfare is an emergency only if it involves, causes or may cause:

- Loss of human life,
- Human illness or injury,
- Homelessness,
- Damage to property,
- Disruption of a supply of money, food, water, energy or fuel,
- Disruption of a system of communication,
- Disruption of facilities for transport, or
- Disruption of services relating to health."

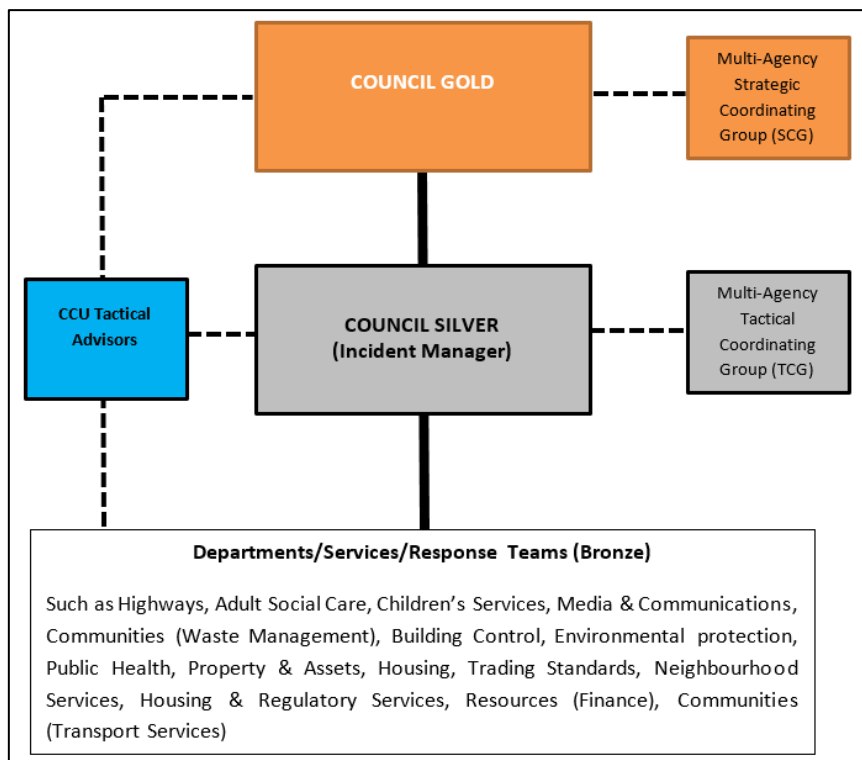
Definition of a Major Incident

The Emergency Services continue to use the expression, 'Major Incident', which is defined as:

'An event or situation with a range of serious consequences which requires special arrangements to be implemented by one or more emergency responder agency'.

Command & Control structures in relation to the Emergency Plan:

The command and control structure of the Council in response is identified below.



Council 'GOLD' (Strategic Manager)	Council Gold is the lead strategic manager of the local authority, its services and resources in response to the incident / emergency. The Duty Corporate Director takes on the role of Council Gold.
Council 'SILVER' (Incident Manager)	Council Silver is the tactical manager of the Council response to the incident. The overarching aim is to ensure rapid and effective actions are implemented that save lives, minimise harm and mitigate the incident. The role of Council Silver is performed by nominated individuals who have been trained to undertake this role.
Council 'BRONZE' (Operational Manager)	Each Service Director is the Operational Manager for their Service area, responsible for the delivery of Service activities which are delivered by the Council's Bronze Operational Officers who manage the 'hands on' work at the incident scene(s) or other affected areas, implementing the Tactical Plan devised by Council Silver. Likely Bronze roles could include (but are not limited to) Building Control Officers, Environmental Protection Officers, Local Authority Liaison Officers ,Emergency Reception Centre Managers and Media Officers.
Emergency Planning Tactical Advisor (Civil Contingencies Officer)	The purpose of this role is for Civil Contingencies Officers to be deployed in emergency situations as an Emergency Planning Tactical Advisor at a strategic, tactical or operational level as a resource to enable an effective Council response. Although decision making rests with the respective Council Gold or Silver, Tactical Advisors are responsible for the provision of appropriate, valid and reasonable advice on emergency procedures.

Part 2 – Roles, Responsibilities & Response Structures

Chief Executive Officer:

- Responsible for the Council's compliance with the Civil Contingencies Act (2004), supporting documentation and other legislation as defined in the Civil Contingencies Act.
- Responsible for the Council's response to an incident / emergency.

Duty Corporate Director / Strategic Manager / Council 'Gold'

(For actions in a response, see Appendix 5):

- The Duty Corporate Director is the designated Strategic Manager / Council 'Gold' in the event of an emergency and represents the Chief Executive Officer either in their absence or outside of normal working hours across the whole Council.
- Manages the response to an emergency at the strategic level.
- Attend, or be represented at, a multi-agency Strategic Coordinating Group (SCG).
- Liaise with and keep the Chief Executive Officer, Leader of the Council and other Members apprised of the situation.

Crisis Response Management Team:

(For actions in a response, see Appendix 9):

- The Crisis Response Management Team is derived from members of the Corporate Management Team.
- The Duty Director/ Gold will chair this group with the Chief Executive Officer in the membership
- The Crisis Response Management Team provides the Council's strategic management of the emergency response. It will meet at regular intervals throughout the emergency. Meetings and decisions must be recorded and the minutes distributed appropriately. Actions should be recorded and circulated as soon as possible.
- The Chair of the Crisis Response Management Team will brief the Leader of the Council and will ensure appropriate Member engagement.

Corporate Directors:

- Responsible for the effective response of Services in their Business Unit.
- A Corporate Director will be the Duty Director (see above).
- Briefed by Service Directors on the impacts of the emergency on their Service.
- Attends the Crisis Response Management Team meeting.
- A Corporate Director will be identified to attend a Strategic Coordinating Group if required. They will be authorised by the Chief Executive Officer to make executive decisions in respect of the Council's resources.

Duty Service Director / Incident Manager / Council 'Silver'

(For actions in a response see Appendix 6):

- The Duty Service Director is the designated Incident Manager / Council 'Silver' in the event of a Level 2 or Level 3 response.
- Manages the multi-service response to an emergency at the tactical level from the most appropriate and effective location.
- Liaise with Council Gold ensuring the response is in line with Strategic direction.

Service Directors (For actions in a response, see Appendix 7):

- Manage their Service response to an emergency, including Out of Hours, and where appropriate sending Service Response Manager to the Emergency Operations Centre.
- Ensure Corporate Directors and Duty Civil Contingencies Officer / Civil Contingencies Unit are informed when responding to incidents.

Service Out of Hours officers from Former County Council:

- Service Out of Hours Duty Officers are the initial point of contact into a specific Service.
- Undertake initial incident / emergency response on behalf of the Service until Service Director informs otherwise.

Service Response Managers:

- Service Response Managers are the senior managers identified in the former County Level Emergency Plan who coordinate the Service response to an emergency from the Emergency Operations Centre on behalf of their Service Director.

Civil Contingencies Unit (For more information, see Appendix 8):

- The Civil Contingencies Unit are subject matter experts in generic emergency management and business continuity management and have prepared the Emergency Plan as well as specific plans. They have multi-agency contacts with the emergency services and other professional partners.
- Provides the Duty Civil Contingencies Officer and Tactical Advisors at the Tactical and Strategic Coordinating Group(s)

Duty Civil Contingencies Officer:

- Single point of contact into the Council by emergency services or professional partners in the event of an incident or emergency requiring a multi-agency Council response.
- 24 / 7 / 365 basis – both in hours as well as out of hours.
- Role undertaken by members of the Civil Contingencies Unit and trained volunteers.

Standby-Officers from Former District Councils:

- Out of Hours point of contact into the former District Council's initial response for the initiation of their former Council Emergency arrangements.

Emergency Planning Officer from Former District Councils:

- Working hours' point of contact into the former District Council's initial response for the initiation of their former Council Emergency arrangements.
- Coordinate the initial emergency response for their geographic area of responsibility.

Local Authority Liaison Officers:

- Local Authority Liaison Officers are the Council's representatives at the scene of an incident and are the focal point for emergency services and other responders where the support of the local authority or understanding of the local community is required.
- They will represent the Local Authority at multi-agency coordination meetings, providing a two-way flow of information with the Emergency Operations Centre.

Tactical Advisors:

- Tactical Advisors are members of the Civil Contingencies Unit or trained staff volunteers who will represent the Council at the Tactical Coordinating Group or support the Strategic Coordinating Group Representative at the Strategic Coordinating Group.

Emergency Operations Centre:(For more information, see Appendix 4):

- The Emergency Operations Centre is the single location from where the multi-Service tactical response to an emergency is coordinated when required. Only one Emergency Operations Centre will be operational at any one time.
- The primary Emergency Operations Centre is located in the Walton Street Office in Aylesbury. Secondary locations are at Amersham, The Gateway (Aylesbury) and High Wycombe.
- The Emergency Operations Centre is staffed by the Civil Contingencies Unit with the support of trained volunteers.

Emergency Rest Centres:

- Emergency Rest Centres are managed by an Emergency Rest Centre Manager and staffed by a mixture of Council volunteers and other Voluntary Organisations.

Elected Members: (For Role Card, see Appendix 10):

Leader / Deputy Leader:

- The Leader will provide strategic direction to the response in conjunction with the Duty Director / Crisis Response Management Team / Chief Executive Officer
- The Leader will be briefed by the Duty Director / Chair of the Crisis Response Management Team / Chief Executive Officer following any Crisis Response Management Team meeting or will be consulted in relation to the strategic direction.
- The Leader of the Council makes any urgent decisions requiring Member approval.
- The Leader decides which Cabinet Member should lead during the emergency.
- If the Leader is absent or cannot be contacted, and an immediate decision is required for the welfare of the community, the relevant Cabinet Member can take the decision.

Cabinet Member lead:

- Be prepared to deputise for the Leader / Deputy Leader
- The lead Cabinet Member will need to be briefed by the Leader / Duty Director / Chief Executive Officer / Chair of the Crisis Response Management Team.
- Liaise closely with the members of the Communications Team to ensure consistency of messaging.
- Liaise closely with the Democratic Services Service Response Manager in the Emergency Operations Centre
- Liaise closely with Member(s) whose Division(s) is / are affected by the emergency.

Members:

- Members whose ward is affected by the emergency will be briefed by the Democratic Services Service Response Manager allocated in the Emergency Operations Centre and / or by the Leader following a Crisis Response Management Team meeting.
- Make contact with their (affected) community – including other elected representatives.
- Help with the flow of accurate information, both out from the centre (best sources will be the Emergency Operations Centre and Leader) and inwards from the community.
- Be prepared to play a part in the recovery process (appeal funds, memorial services, VIP visits etc.)

Thames Valley Local Resilience Forum:

- The Thames Valley Local Resilience Forum is a statutory partnership of emergency responders with a duty to plan and prepare for a multi-agency response. In a response, Partners will respond in accordance with national best practice and in line with the Joint Emergency Services Inter-Operability Programme and national plans, and in particular the Emergency Response Arrangements.
- Buckinghamshire Council is part of the Thames Valley Local Resilience Forum. This Emergency Plan is consistent with the Thames Valley Local Resilience Forum Emergency Response Arrangements and associated plans.

Part 3- Activation

Activation Criteria

The following criteria will trigger the activation of the Emergency Plan:

An event, incident or major incident has occurred or is predicted to occur in the community, requiring the assistance and response of the Council in support of the emergency services and the affected community.

Such an event may include:

- An incident or emergency occurs in the community.
- A warning is received, such as a severe weather warning.
- A Council Service or Staff Member may identify an incident / emergency or be told of one by a Service Provider / Partner.

Notification Process

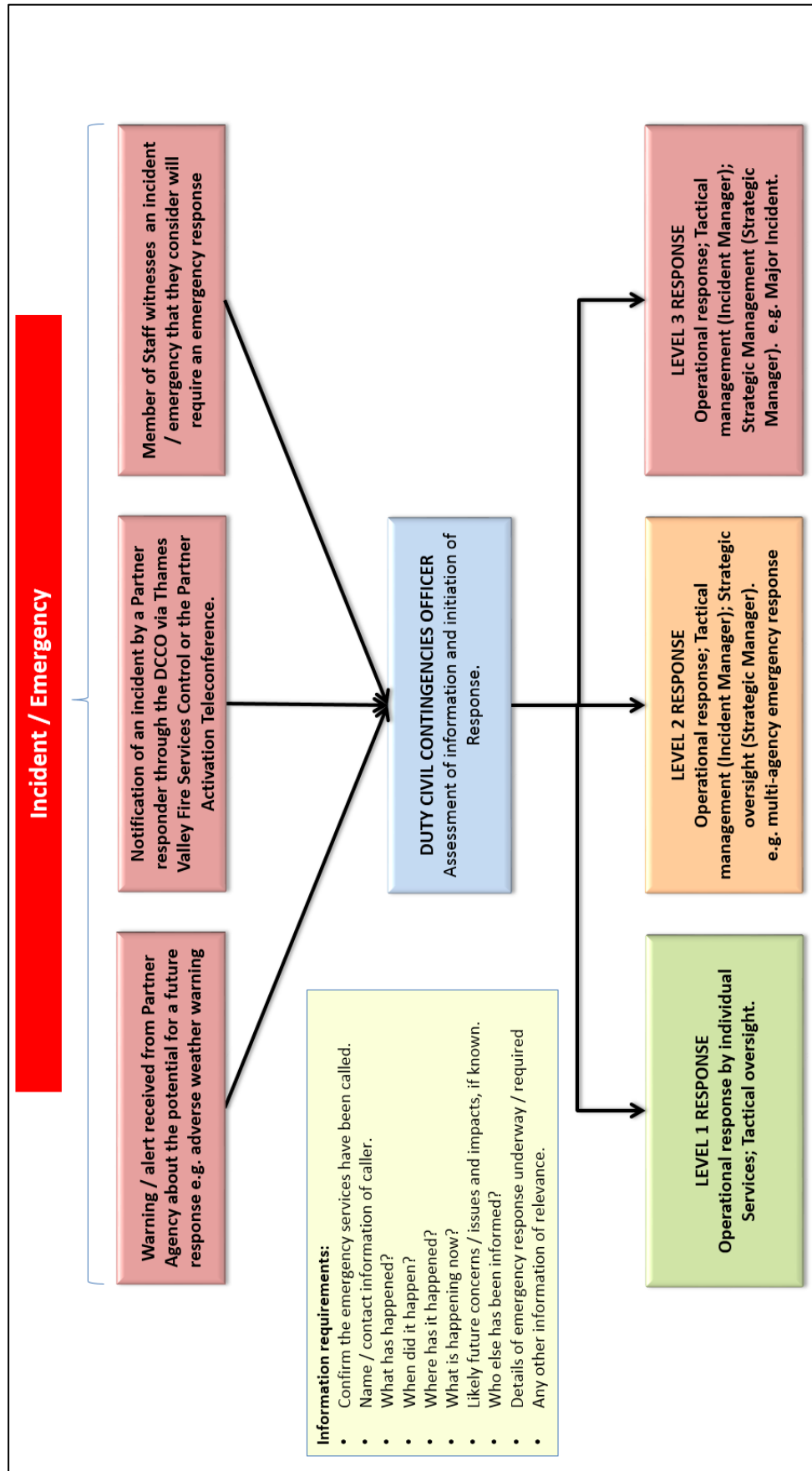
The primary point of contact for Buckinghamshire Council in a major incident or emergency is the Civil Contingencies Unit or Duty Civil Contingencies Officer if out of hours.

The Duty Civil Contingencies Officer can be contacted by ringing the Thames Valley Fire Control Service and providing:

- Name
- Contact telephone number
- Concise summary of the emergency

The Thames Valley Fire Control Service staff will contact the Duty Civil Contingencies Officer and inform them of the situation. The Duty Civil Contingencies Officer will then contact the original caller for a briefing.

If any **Council Service** is responding to an event or incident, then they should notify the Duty Civil Contingencies Officer or Civil Contingencies Unit as soon as possible.



Summary of notification process

Notification that an incident has occurred or is likely to occur, or that assistance is required from the local authority may be received from a number of sources. These sources include:

- Thames Valley Fire Services Control
- Thames Valley Police
- Thames Valley Local Resilience Forum Member organisations
- Members of staff (including schools)
- Members of the public
- Met Office (Severe Weather Warnings)
- Environment Agency (flood alerts and warnings)
- Via the Media

Impact Assessment & Cascade Procedure

The Duty Civil Contingencies Officer / Civil Contingencies Unit will undertake an impact assessment and activate the Emergency Plan if required, informing responders based on the situation and Level of emergency.

Services will then undertake their response as per this plan and their own emergency response arrangements.

Part 4 – Response Arrangements

Overview

The Council will respond to an emergency as part of the multi-agency response in accordance with the Joint Emergency Services Inter-Operability Programme (JESIP), the Thames Valley Local Resilience Forum Emergency Response Arrangements and any Thames Valley Local Resilience Forum capability plans.

The Council will apply the Command & Control structures identified in this Emergency Plan.

The response will follow the former Councils' emergency response arrangements which contain the detail of the operational response aligned to the structures that will be extant on Vesting Day.

Overview of Service Response Activities

The following represents a short summary of the primary (but not exclusive) roles of the Services / Teams in emergency response.

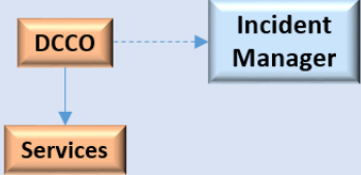
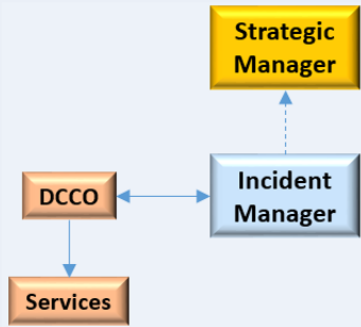

Service area	Emergency related activities
Policy & Communications	<ul style="list-style-type: none"> • Internal communications; • Public warning & information; • Information to Customer Contact Centre; • Coordinated / consistent messages with partners.
Localities & Strategic Partnerships	<ul style="list-style-type: none"> • Links to Parish / Town councils.
Resources (Finance)	<ul style="list-style-type: none"> • Emergency budgets / funding; • Bellwin Scheme; Disaster Funds; purchase cards.
Neighbourhood Services	<ul style="list-style-type: none"> • removal of debris; cleaning of public areas; • Waste collection & disposal; • crematoria / cemeteries;
Culture, Sport and Leisure	<ul style="list-style-type: none"> • Accommodation for emergency rest centres (leisure centres); • information points (libraries);
Highways and Technical Services	<ul style="list-style-type: none"> • Transport for Buckinghamshire (TfB) interface; • maintenance of highways network; • access to plant; • Strategic flood management; • rights of way; • site clearance.
Communities (Transport Services)	<ul style="list-style-type: none"> • Provision of transport to support humanitarian assistance
Planning, Growth & Sustainability (Planning & Environment)	<ul style="list-style-type: none"> • Building control advice on dangerous structures.
Property and Assets	<ul style="list-style-type: none"> • Accommodation for response.
Adult Social Care	<ul style="list-style-type: none"> • Identification and care of vulnerable adults; • Support the provision of humanitarian assistance • Provide long term psycho-social care;

Service area	Emergency related activities
Public Health, Early Help & Prevention	<ul style="list-style-type: none"> • Public health advice in an emergency;
Housing and Regulatory Services	<ul style="list-style-type: none"> • Trading Standards - Animal Health; fuel / explosives; food health. • Mass Fatality incidents – support to the Coroner. • Environmental Health advice including pollution, food safety and public health; public health burials. • Emergency shelter / accommodation / rest centres; temporary accommodation.
Integrated Commissioning	<ul style="list-style-type: none"> • Continued delivery of care to the vulnerable by Service providers.
Children's Services	<ul style="list-style-type: none"> • Identification and care for young people and children • Educational settings – schools, nurseries, childminders; educational psychologists; support to schools involved in emergencies.

Buckinghamshire Council Incident Levels (see Appendix 3 for more information)

The Council uses three different incident levels to categorise a response and help determine the most appropriate response. It should be noted that the response will be dictated by the situation, so should remain flexible. The situation should be reassessed at regular intervals to confirm the response remains appropriate.

A summary of the levels of response, deployment options and recent local examples is as follows:

Incident Level	Summary	Response Mechanism	Command & Control	Deployment Options
1 Event / incident	<ul style="list-style-type: none"> Operational response; Tactical monitoring. A smaller incident that requires individual services to undertake a response not requiring significant cross-service coordination and with limited, if any, need for multi-agency coordination. 		<ul style="list-style-type: none"> The Duty Civil Contingencies Officer (DCCO) / Civil Contingencies Unit (CCU) assess and monitor. Services respond individually. Duty Service Director / Incident manager made aware. If required, the incident Level can be escalated. 	<ul style="list-style-type: none"> Council staff or identified voluntary organisations may be deployed as recce.
2 Incident / emergency	<ul style="list-style-type: none"> Operational response; Tactical Management; Strategic oversight. A more significant incident / emergency that requires a coordinated response from a number of services utilising the Civil Contingencies Team who will provide the centralised tactical coordination and ensure the duty director is kept aware. 		<ul style="list-style-type: none"> As per Level 1 Duty Service Director / Incident manager manages incident. The Duty Corporate Director is informed. 	<ul style="list-style-type: none"> Liaison Officer (LALO) to Incident Control Point Emergency Operations Centre (EOC) opened Service Response Managers deploy to EOC if required TacAd Team to Tactical Coordinating Group Emergency Rest Centre(s) (ERC) EOC can be activated to provide coordination of response at tactical level. Escalation to Level 3 Incident if required. Tactical Coordinating Group (TCG) likely to be meeting.
3 Emergency / Major Incident	<ul style="list-style-type: none"> Operational response; Tactical Management; Strategic Direction. A critical incident / emergency or major incident that requires a coordinated response from a number of services utilising the Civil Contingencies Team who will provide the centralised tactical coordination to a multi-agency emergency response. 		<ul style="list-style-type: none"> As per Level 2 Duty Director convenes a Crisis Management Team meeting. Strategic Coordinating Group (SCG) established 	<ul style="list-style-type: none"> As per Level 2 EOC activated SCG representative and TacAd to Strategic Coordinating Centre (SCC) (Kidlington)

All Services / Areas Response to Emergency

Almost all Services will have a possible direct role to play in the response to an incident / emergency and should have an emergency plan, incident response plan or procedures to follow in responding to the situation.

Similarly, all of the former emergency response arrangements will provide specific roles for specific Services. On top of this, in the event of an incident / emergency, all Services should:

- Confirm all staff are safe and accounted for.
- Activate own incident / emergency response procedures / plans.
- Individual responders start their own log books.
- Ensure all decisions are logged.
- Provide all available support to the emergency response, including releasing staff trained in emergency response.
- Be prepared to deploy a Service Response Manager to the Emergency Operations Centre if requested.
- Cascade messages to staff and ensure that they have been received by following up; provide extra instruction if required.
- Consider the impact of the emergency on their Service's / Unit's activities and in particular the Priority Activities identified in their Service Business Continuity Plans.
- Be prepared to activate your own Service Business Continuity Plan, informing the Civil Contingencies Unit.
- Be prepared to provide information on the impact of the incident / emergency as part of the Situation Reporting (SITREP) process.
- Continue to monitor the impact of the incident / emergency on Service activities.
- Identify issues that may impact on the Recovery and inform the Civil Contingencies Unit.
- Be prepared to become involved in the Recovery process if appropriate.
- All officers and volunteers understand the importance of preserving and protecting records to assist post incident investigation or enquiry.

Communications Team response

The communications response to an incident / emergency will be coordinated by the Communications Team who will liaise with the Media, Service areas, elected Members and external partners as appropriate. More information is available at Appendix 16.

Finance and Procurement response arrangements

For more information on Finance and Procurement, see Appendix 17.

Reporting

The timely and accurate passage of information within the Council during an emergency is critical. Normal line management hierarchies for the passage of information will continue. Service Directors are the default point of contact for their Services.

Situation Reports (SITREPS) are a means of collating information from Services and will be required where the Duty Director / Crisis Response Management Team require Situational Awareness of the response.

In the event of an incident / emergency, the Civil Contingencies Unit may request Services to complete a Situation Report, which they will collate into a corporate Buckinghamshire Council Common

Operating Picture (COP). A Common Operating Picture has been defined as: *“A common overview of an incident that is created by assessing and fusing information from multiple sources, and is shared between appropriate command, control and co-ordinating groups to support joint decision-making”*. It will be the single point of reference for those involved, and supports joint decision-making as well as reporting to the Thames Valley Local Resilience Forum.

Information Management Systems for Emergencies

Several Information Management Systems are used in the incident / emergency response and on occasion for event management. These are ResilienceDirect, MissionMode® and Everbridge. More information on these is included at Appendix 13.

Information Sharing

Information sharing is a key part of the multi-agency working of the Thames Valley Local Resilience Forum. It is a legal requirement for Category 1 and 2 responders as detailed in the Civil Contingencies Act 2004. The reason for sharing such information and data is to allow a coordinated approach to supporting the victims of the emergency during difficult situations.

On a day to day basis during planning, training and exercising any sharing of information will be in accordance with The Data Protection Act 2018.

During an emergency, however, there may be a requirement to consider departure from the Act.

The Cabinet Office publication “Data Protection and Sharing – Guidance for Emergency Planners and Responders” has been endorsed by the Ministry of Justice, the Information Commissioners Office, the Department of Health, the Local Government Association and the Association of Chief Police Officers amongst many others.

<https://www.gov.uk/government/publications/data-protection-and-sharing-guidance-for-emergency-planners-and-responders>

Resources

The response to an incident or emergency may have significant resource implications for all of the Council Services involved. Demands on staff time, resources and management attention will be significant and maintaining the response alongside day-to-day functions will pose a major challenge.

Service Directors should consider the sustainability of their level of engagement in the incident response and seek mutual aid accordingly. Business Continuity Plans may be required to ensure continuation of prioritised activities.

Human Resources and Organisational Development will advise on HR management issues before, during and after an emergency, including access to post emergency response care and support.

Buckinghamshire Council may call on the voluntary sector to support its response. When the voluntary sector is being used in support of a multi-agency response the Civil Contingencies Unit are responsible for co-ordinating their support to ensure that they are being used in the most effective manner.

Individual town and parish councils may have local emergency plans. These plans are owned and administered by the town or parish council and may cover general arrangements to support the local community during a severe weather event, through to specific arrangements, such as localised local

warning and informing. These are not statutory plans, do not replace the roles of statutory responders and are intended to allow the community to support itself in the early stages of an incident or during a widespread disruption where resources are scarce. The Council will – where appropriate and practicable – support the community in line with their local emergency plans.

Mutual Aid

Mutual aid may be required to support large scale, complex or extended-duration incident responses. The Thames Valley Local Resilience Forum Mutual Aid Protocol provides guidance for any Thames Valley Council to make a request for support, or to provide it in an emergency / major incident. There is no obligation to provide this. Each of the Thames Valley Councils will endeavour to provide assistance in the form of provision of personnel and / or equipment.

If mutual aid is required from another local authority, a formal request for aid shall only be made by the Chief Executive Officer or other Authorised Person acting on behalf of that Officer (the 'affected Council'), to the Chief Executive Officer or other Authorised Person acting for the Council providing the assistance ("the assisting Council").

Conversely, if a mutual aid request is made to Buckinghamshire Council, then the Chief Executive Officer will decide if the Council can support any request.

Military Aid to the Civil Authority

Military Aid to the Civil Authority (MACA) is usually accessed via 11 Infantry Brigade Headquarters, based in Aldershot. All information related to requesting Military Aid to the Civil Authority is found in the Joint Doctrine Publication (JDP) 02, UK Operations: The Defence Contribution to Resilience and Security.

Requests should be made to the Joint Regional Liaison Officer (JRLO), the Brigade Duty Officer, the Brigade Commander (who is likely to be involved at the Strategic Coordinating Group) or a Military Liaison Officer at the Strategic Coordinating Group. Military Aid to the Civil Authority requests will be formulated using the forms provided by the Military and will need to be approved by the MoD prior to action being taken. Guidance for completing the forms can be found in JDP02 Annex 3B and 3C.

In the event of an immediate threat to life / limb, local military units are allowed to support the emergency response – the approach should be to the local commander. The Joint Regional Liaison Officer should be informed as soon as possible. Ministry of Defence approval is retrospective.

Further information will be provided by the Civil Contingencies unit if this is being considered.

Part 5 – Stand down & Organisational Learning

Criteria for stand down:

- The event / incident is over / resolved and there is no longer a risk or threat.
- Transition to the Recovery phase for a major incident (noting the Recovery activities will continue).

Response Level and Likely Stand-down actions:

Level 1: The decision to stand down will be made by the respective Service Response Manager / Service Director once the response is complete. The Duty Civil Contingencies Officer / Civil Contingencies Unit must be notified of this in order to allow the Emergency Plan to be stood down.

Level 2: As per Level 1. The Duty Civil Contingencies Officer / Civil Contingencies Unit must be notified of this in order to allow the Emergency Plan to be stood down having confirmed with the Duty Director. If the Emergency Operations Centre has been activated, the decision to stand down will be made by Chief Executive Officer / Duty Director once all Service/Area response activity has finished.

Level 3: It will be the responsibility of the Chief Executive Officer / Duty Director to decide when it is appropriate to stand-down the management of the emergency response by the Council.

Organisational Learning:

All staff should make note of any key learning during a response to support organisational learning.

Following any response to a major incident / emergency, it is necessary to review how the organisation responded - what it did, what it should have done and where it could change to better respond in future. This also relates to the multi-agency response. This is known as an After Action Review (AAR) or Structured Debrief. All staff who were involved in the activity should have the opportunity to contribute towards it. The Civil Contingencies Unit will lead the After Action Review process.

In the event that a multi-agency After Action Review is organised by the Thames Valley Local Resilience Forum, appropriate representation will be required.

A Post-Incident Report will be prepared to summarise key learning and be the basis of positive change.

Part 6 - Recovery

Recovery is an integral part of the emergency management process. It can be characterised as the process of rebuilding, restoring and rehabilitating the community following an emergency (Emergency Response & Recovery Guidance, HM Government). The Council will work with partners to:

- Meet the longer-term welfare needs of survivors (e.g. social services support and financial assistance from appeal funds) and the community (e.g. anniversaries and memorials, help lines and drop-in centres).
- Facilitate the remediation and reoccupation of sites or areas affected by the emergency.

Recovery from Emergency Response

During the Response phase of an emergency, a Recovery Coordinating Group (RCG) may be set up by the Strategic Coordinating Group to plan for the Recovery. This Recovery Coordinating Group should be chaired by a Local Authority senior manager, identified by the Chair of the Strategic Coordinating Group and confirmed at a Strategic Coordinating Group meeting.

If the Council is to provide the Chairmanship of the Recovery Coordinating Group, the following principles will apply:

- The Chief Executive Officer will nominate the Chair and a Deputy.
- The Chair should be of an appropriate level (Corporate Director).
- A Service (minimum) Director should be nominated as a Deputy.

The role of the Recovery Coordinating Group during the emergency response phase is included in the Thames Valley Local Resilience Forum Recovery Plan with specific tasks in the Buckinghamshire Council Recovery Plan.

At the end of the Response Phase, the Chair of the Strategic Coordinating Group will formally sign over the Lead role to the Chair of the Recovery Coordinating Group – who will most likely be from the Local Authority.

Recovery Phase

As the emphasis moves from the Response phase to the Recovery phase, the Council will take the lead in facilitating the rehabilitation of the community and the restoration of the environment. Details of this are included in the two Recovery Plans mentioned above.

In summary:

- Relevant sub-groups will be established to focus on specific sectors. Chairs and members of these sub-groups will be required from relevant Council Service areas:
 - Communications Sub-Group
 - Finance and Legal Sub-Group
 - Business and Economic Sub-Group
 - Health and Welfare Sub-Group
 - Environment and Infrastructure Sub-Group
 - Community Advisory Sub-Group
 - Resources Sub-Group
- If the emergency was Thames Valley-wide, a Strategic RCG may be set up with the RCG Chairs of all Thames Valley county areas involved.

It should be remembered that – as with the response – the Council will be required to maintain its normal services at an appropriate level whilst managing the recovery phase.

Part 7 – Appendices

Contents

Appendix 1 – Buckinghamshire – Background Information
Appendix 2 - Principles of Response
Appendix 3 – Levels of Incident Response
Appendix 4 – Emergency Operations Centre
Appendix 5 – Council ‘Gold’ Role Card (Duty Corporate Director)
Appendix 6 – Council ‘Silver’ Role Card (Duty Service Director)
Appendix 7 – Service Directors Role Card
Appendix 8 – Civil Contingencies Unit (CCU) Role card
Appendix 9 - Crisis Response Management Team (CRMT)
Appendix 10 – Elected Members Role Card
Appendix 11 – Participation in the Multi-Agency Coordination Structures
Appendix 12 – Training & Exercising
Appendix 13 – Information Management Systems
Appendix 14 – Response arrangements of the former Councils
Appendix 15 – Health & Safety
Appendix 16 – Communications Team response
Appendix 17 – Finance & Procurement Team response

Appendix 1 –Buckinghamshire - Background Information

Below some information on Buckinghamshire:

- **Towns:** The largest towns are High Wycombe (population 120k), Aylesbury (72k), Amersham (23k), Chesham (22k), Gerrards Cross (21k) and Marlow (18k) – *figures from 2011 Census*.
- **Rivers:** The key rivers within the county includes The Great Ouse, River Chess, River Thames, River Colne, River Misbourne, River Thame, River Wye and the River Ray. There are also streams at Bear Brook, Colne Brook, Stoke Brook which have all flooded in the past.
- **Canals:** Several branches of the Grand Union Canal passes through the county as do its arms to Slough, Aylesbury, Wendover (disused), and Buckingham (disused).
- **Roads:** Buckinghamshire is served by four motorways, although two are on its borders:
 - M40 motorway: cuts through the south of the county serving towns such as High Wycombe and Beaconsfield
 - M1 motorway: serves Milton Keynes in the north
 - M25 motorway: passes into Bucks but has only one junction (J16-interchange for the M40)
 - M4 motorway: passes through the very south of the county with only J7 in Bucks.
 - Several important 'A' roads also enter the county (from north to south):
 - A5, A4, A421, A41, A413, A422, A4010, A404, A355, A416 and the A418
- **Rail:** Buckinghamshire is well connected to the national rail network, with both local commuter and inter-city services serving some destinations.
 - There are four main lines running through the county:
 - The West Coast Main Line in the north of the county serves stations in Milton Keynes
 - London to Aylesbury Line serves Aylesbury Parkway and other settlements along the A413 towards London.
 - Chiltern Main Line: serves the towns along the M40 motorway including High Wycombe and Beaconsfield
 - Great Western Main Line: runs through Slough. Slough is now in Berkshire, but the line enters Bucks twice, on either side of Slough, with Taplow and Iwer both having stations in Buckinghamshire.
 - London Underground have the Metropolitan Line service at Amersham and Chesham.
- There are the following additional lines:
 - Princes Risborough to Aylesbury Line: a single track branch that connects the Chiltern Main Line to the London to Aylesbury Line.
 - Marston Vale Line: between Bletchley and Bedford
 - Marlow Branch Line: between Marlow, Bourne End and Maidenhead.
 - Chinnor and Princes Risborough Railway, a preserved railway.
 - HS2 and Crossrail projects.
- **Air:** There are no major airports in Buckinghamshire, though there are several airfields including at RAF Halton and High Wycombe (Booker). However, there are several major airports in the vicinity of the County (Heathrow, Luton) and therefore large aircraft do overfly the County and often will be stacked waiting to land.



Appendix 2 – General Principles of Response in Buckinghamshire

General Principles

Normal line management of the Council applies unless specifically stated otherwise.

Services are required to be able to deliver an incident / emergency response role. Service Directors are responsible for ensuring this can be delivered. Where appropriate, Services are required specifically to have Out of Hours officer's identified and able to respond to incidents / emergencies out of normal working hours.

For former County responders, Services may have Out of Hours officers who will respond initially. If the Emergency Operations Centre is activated, responding Service's Response Managers (SRMs) will need to be deployed to the Emergency Operations Centre to manage the response from there.

For former District responders, standby officers will respond initially in line with their emergency response arrangements. If the Emergency Operations Centre is activated, Emergency Planning Officers will need to be deployed to the Emergency Operations Centre to coordinate the response from there.

Service Directors will be kept informed of the response by Service Response Managers. Service Directors will ensure the Service Response Managers have the support they require from the remainder of the Service.

All Managers should ensure that the emergency response is provided the highest priority for resourcing and that staff, for example, Liaison Officers and Service Response Managers, are made available to support the overall Council response.

All staff not directly involved in the emergency response should be made available to responding Services to assist the overall response if required.

To ensure resilience in the organisation, deputies should be identified for all senior managers and officers, especially where there is an emergency response role.

Costs lie where they fall, however Government funding will be sought if at all possible in line with national protocols.

Services are expected to deliver their usual service provision, but adapted where necessary to meet the circumstances of the emergency.

Service Directors, Managers and staff should be mindful of the impact of the response on critical services as defined in their Service Business Continuity Plans and should ensure that these critical services are maintained.

All responders should maintain logs. All decisions must be logged, including the decision made and why it was made. Loggists can be used to support key personnel.

Appendix 3 - Buckinghamshire Council Levels of Incident Response

Level 1: Operational response; Tactical monitoring; Strategic awareness

Definition:

- The incident causes minimal impact on residents or vulnerable people across a small area.
- The incident has a minimal impact on service delivery.
- The response to the incident is within normal operating parameters.
- A requirement to warn and inform the public / staff / partners.
- There is no requirement for cross-service tactical coordination.
- There is limited, if any, multi-agency coordination required.

Examples

- Short-term evacuation of low numbers of residents with no / few special needs for 3-6 hours. Shelter rather than full Emergency Rest Centre.
- Yellow / Amber Severe Weather or Flood Warnings requiring assessment and dissemination to council services / external partners.
- Increase in the UK Threat Level to 'Critical' with no specific threat to Buckinghamshire and/or the council.
- School emergency (premises or visit).
- Request for Building Control Officer/Environmental Health Officer.
- Early stages of a 'rising-tide' emergency, such as fuel supply disruption or pandemic flu.

Level 2: Operational response; Tactical management; Strategic oversight

Definition:

- The incident causes an impact on residents or vulnerable people across a limited area.
- The incident impacts on several Council services.
- The response to the incident by Services will require some cross-service coordination – possibly with the requirement to open the Emergency Operations Centre.
- The Council response will need to be consistent with the multi-agency response.
- There may be a specific requirement to warn and inform the public.

Level 2 Examples:

- Evacuation of housing block or a wide residential area requiring shelter.
- Low levels of injuries or fatalities.
- Evacuation of care home, school or hospital.
- Amber /Red Severe Weather or Flood Warnings requiring a response to be coordinated across the Council Services.
- Increase in the UK Threat Level to 'Critical' with specific threat to the Thames Valley.

Level 3: Operational response; Tactical management; Strategic direction

Definition:

- The incident causes a severe or major impact to large numbers of residents or vulnerable people across an area or potentially across the whole County.
- The incident impacts on multiple / all Services.
- The response to the incident by Services will mean implementing special arrangements (emergency response).

- A major incident has been declared by emergency responders or Buckinghamshire Category 1 Responders which requires the implementation of special arrangements (emergency response).
- Formal tactical coordination of the emergency response with strategic direction from Crisis Response Management Team required.

Level 3 Examples:

- Major incident declared by emergency responders.
- Local incident resulting in high levels of fatalities.
- Large-scale and / or long-duration evacuation of residents.
- Water or electricity supply failure affecting numerous locations for over 24 hours.
- Complete wide-area telecoms failure.
- Wide-area flooding (including surface and groundwater).
- Severe weather.
- Terrorist incident in County.

Appendix 4 - Role of the Emergency Operations Centre (EOC)

The role of the Emergency Operations Centre is to provide a single location for the tactical coordination of the multi-service emergency response to an incident / emergency affecting the Council.

The operation of the Emergency Operations Centre is covered in a separate Operational plan.

The Emergency Operations Centre will:

- Provide centralised tactical coordination of individual Service's response in line with the Service's own duties and multi-agency direction.
- Be a single point of contact into the Authority for all partner agencies involved in the response.
- Liaise with other organisations either directly or through the Local Authority Liaison Officers assigned to the Tactical Coordinating Group or Strategic Coordinating Group
- Receive information, tasks or requests for information (RFI) from external organisations and their efficient and appropriate management.
- Collate and analyse information relating to the hazard / threat to create an accurate and current situational awareness picture that will inform the planning and response of Council responders.
- Provide a centralised briefing capability for senior staff.

The Emergency Operations Centre Plan provides detailed information on how the Emergency Operations Centre works and also alternative locations.

In summary:

- The Civil Contingencies Unit provide a cadre of officers who will facilitate the operation of the E Emergency Operations Centre and liaise with the multi-agency responders.
- Trained volunteer support officers will support the Civil Contingencies Unit.
- Service Response Managers will deploy to the Emergency Operations Centre from where they will provide centralised coordination of their Service response.
- Emergency Planning Officers will coordinate the activities of their services in line with the emergency response arrangements for that geographic area.

Appendix 5 - Council 'Gold' Role Card

General
<ul style="list-style-type: none"> Start log recording all decisions, options, actions and justification. Ensure the health, safety and well-being of all staff involved in the Council's response. Seek help and advice if unsure.
Role
<p>Council Gold is the lead strategic manager of the local authority, its services and resources in response to the incident / emergency. The Duty Corporate Director takes on the role of Council Gold. The role of the Duty Director for different Incident / Emergency levels is:</p> <ul style="list-style-type: none"> Level 1 incidents will not require the Duty Director to be notified; responding Service Directors will inform their relevant Corporate Director. Level 2 incidents are likely to require some strategic oversight. This will be achieved by the Council Silver (Incident Manager) notifying the Duty Director. Level 3 incidents will require strategic direction and interaction with multi-agency response structures.
Responsibilities
<ul style="list-style-type: none"> Define the Council strategic direction in response to the incident. Consider the long-term impact that the incident could have on the provision of council services. Provide strong leadership to staff. Be a visible representative of the Local Authority alongside the Leader of the Council. Liaise with and keep the Chief Executive Officer and Leader of the Council and other Members apprised of the situation. Attend, or be represented at, a multi-agency Strategic Coordinating Group (SCG). Ensure appropriate Council representation at any multi-agency coordinating group or support cell. Liaison with Ministry of Housing, Communities & Local Government as required. Stand the Council's incident response down when completed. Be prepared to set up a Recovery Cell/Group if required. Ensure that all strategic decisions made, and the rationale behind them, are documented in a decision log, to ensure that a clear audit trail exists for all Council and multiagency debriefs and future learning.
Initial Considerations upon Notification
<ul style="list-style-type: none"> Gather information regarding the incident/emergency. Liaise with Council Silver (Incident Manager). Assess the situation for any reputational, financial, regulatory or other risk. Set the strategic aims and objectives for the Council's response. Management of additional resources where needed. Management of Council media and communications where needed. Liaison with the Chief Executive Officer, Leader of the Council and Elected Members. Management of financial aspects. Maintaining corporate reputation.
Advice Available from
<ul style="list-style-type: none"> Council Silver (Incident Manager) Civil Contingencies Unit (CCU) Specific Incident Plans

Appendix 6 - Council 'Silver' (Incident Manager) - Role Card

General
<ul style="list-style-type: none"> • Start log recording all decisions, options, actions and justification. • Ensure the health, safety and well-being of all staff involved in the Council's response. • Seek help and advice if unsure.
Role
<p>Council Silver is the tactical manager of the Council response to the incident. The overarching aim is to ensure rapid and effective actions are implemented that save lives, minimise harm and mitigate the incident. The role of Council Silver is performed by nominated individuals who have been trained to undertake this role. The role of the Council Silver for different Incident / Emergency levels is:</p> <ul style="list-style-type: none"> • Level 1 incidents will be managed by the Civil Contingencies Unit with delegated authority and Council Silver will be notified of response activity for information. • Level 2 incidents will be managed by Council Silver (incident Manager) and are likely to require some strategic oversight. This will be achieved by the Council Silver (Incident Manager) notifying the Duty Director. • Level 3 incidents will be managed by Council Silver (incident Manager) and are likely to require some strategic oversight from the Council Gold.
Responsibilities
<ul style="list-style-type: none"> • Act on delegated responsibility until Council Gold is established (if required). • Provide tactical direction to coordinate and manage the Councils response. • Task Council Services to respond as required as part of that response. • Inform and liaise regularly with Council Gold as necessary. • Determine the best option to manage the incident response. • Operate from a suitable location from where effective control can be implemented. • Ensure there is passage of information / communication within the Council. • Ensure statutory responsibilities are met and doctrine considered in relation to health, safety, human rights, data protection and welfare of individuals during the response. • Ensure that all tactical decisions made, and the rationale behind them, are documented in a decision log, to ensure that a clear audit trail exists for all Council and multiagency debriefs and future learning. • Ensure decisions are communicated effectively to appropriate Council officers or organisations
Initial Considerations upon Notification
<ul style="list-style-type: none"> • Gather information regarding the incident/emergency. • Liaise with the Civil Contingencies Unit. • Assess the situation for any reputational, financial, regulatory or other risk. • Set the tactical aims and objectives for the Council's response. • Management of additional resources where needed. • Management of Council media and communications where needed. • Liaison with the Chief Executive Officer, Leader of the Council and Elected Members. • Management of financial aspects. • Maintaining corporate reputation.
Advice Available from
<ul style="list-style-type: none"> • Council Gold • Service Directors • Civil Contingencies Unit (CCU) • Specific Incident Plans

Appendix 7 –Service Director - Role Card

General
<ul style="list-style-type: none"> • Start log recording all decisions, options, actions and justification. • Ensure the health, safety and well-being of all staff involved in the Council's response. • Seek help and advice if unsure.
Role
Each Service Director is the Operational Manager for their Service area, responsible for the delivery of Service activities which are delivered by the Council's Bronze Operational Officers who manage the 'hands on' work at the incident scene(s) or other affected areas, implementing the Tactical Plan devised by Council Silver.
Responsibilities
<ul style="list-style-type: none"> • Coordinate and manage their Service response in line with their incident response plan (if available). • Control and deploy the resources of their respective service within a functional or geographical area. • Provide a point of contact with the Emergency Operations Centre if established. • Ensure there is passage of information / communication within the Service. • Ensure that their Service's normal activities are maintained during the emergency as far as is reasonably practicable, by activating Business Continuity Plans
Initial Considerations upon Notification
<ul style="list-style-type: none"> • Gather information regarding the incident/emergency. • Liaise with their Out of Hours Manager (if established). • Liaise with the Council Silver (incident Manager)/Council Gold and Service Corporate Director as necessary. • Assess the situation for any reputational, financial, regulatory or other risk for their Service. • Set the tactical aims and objectives for the Council's response. • Management of additional resources where needed. • Management of Council media and communications where needed. • Liaison with the Chief Executive Officer, Leader of the Council and Elected Members. • Management of financial aspects. • Maintaining corporate reputation. • Ensure that the Service undertakes all required emergency response as required by Council Silver (Incident Manager). • Ensure there is passage of information / communication within the Service.
Advice Available from
<ul style="list-style-type: none"> • Council Gold • Council Silver (Incident manager) • Civil Contingencies Unit (CCU) • Specific Incident Plans

Appendix 8 – Civil Contingencies Unit - Role Card

General
<ul style="list-style-type: none"> • Start log recording all decisions, options, actions and justification. • Ensure the health, safety and well-being of all staff involved in the Council's response. • Seek help and advice if unsure.
Role
<p>The Civil Contingencies Unit are subject matter experts (tactical advisors) in generic emergency management and business continuity management. Although decision making rests with the respective Council Gold or Silver, the CCU are responsible for the provision of appropriate, valid and reasonable advice on emergency procedures. They provide a single point of contact (24 / 7 / 365 basis – both in hours as well as out of hours) into the Council by emergency services or Council Services / Areas in the event of an incident or emergency.</p>
Responsibilities
<p>On being notified of a disruptive incident that will impact on organisational and service delivery or that a Service has invoked their service business continuity plan they will:</p> <ul style="list-style-type: none"> • Assess the wider implications of a disruptive incident for the organisation and its impact on delivery of services. • Determine the appropriate incident level and implement necessary actions. • Maintain situational awareness. • Advise/escalate the matter to Council Silver as necessary. • Undertake any initial activity if any of the Incident Management Options are requested by Council Silver / Council Gold. • Manage Level 1 incidents with delegated authority. • Provide advice, guidance and information in line with legislation and policy and at an appropriate level in support of the Councils emergency response aims and objectives. • Provide timely, accurate and relevant advice to the Council Gold or Silver on the available tactical considerations and options to support incident decision making. • Evaluate the tactical considerations / options to assist in achieving the Council Gold or Silver's aims and objectives and to address identified contingencies based on all relevant factors in accordance with legislation and policy. • Provide advice on how to record decisions, actions, options and rationale in accordance with current policy and legislation to ensure there is an audit trail. • Engage in and contribute to the debriefing process to ensure information is effectively transmitted and to contribute to organisational learning. • Understand the role of the local authority in a multi-agency emergency response. • Representing the Council at a Tactical Coordinating Group and feeding key decisions back to Council Silver.
Initial Considerations upon Notification
<ul style="list-style-type: none"> • Gather information regarding the incident/emergency. • Assess the situation for any reputational, financial, regulatory or other risk for organisation. • Determine the appropriate incident level and implement necessary actions. • Manage Level 1 incidents and notify Council Silver (Incident Manager). • Liaise with Service Out of Hours Manager (if established). • Liaise with the Council Silver (incident Manager)/Council Gold and Service Corporate Director as necessary.
Advice Available from
<ul style="list-style-type: none"> • Council Gold • Council Silver (Incident manager) • Specific Incident Plans

Appendix 9 - Crisis Response Management Team (CRMT)

The Crisis Response Management Team (CRMT) is the Strategic body that provides strategic direction to the response to an emergency with the sole purpose of managing the immediate effects of the emergency, mitigating the impact of the emergency – especially on the vulnerable - and hastening the return to normality through the recovery process.

The Chief Executive Officer / Duty Director will convene the Crisis Response Management Team in a Level 3 emergency.

Membership of the Crisis Response Management Team can include:

- Duty Director/Gold (chair)
- Chief Executive Officer
- Corporate Directors
- Section 151 officer
- Head of Civil Contingencies Unit / Deputy (Tactical Advisor – TACAD)
- Invited Service Directors
- PA (to take minutes and record decisions)

The Crisis Response Management Team may meet at regular intervals throughout the emergency. Meetings and decisions must be recorded and the minutes distributed appropriately. The Crisis Response Management Team will shape the strategic direction that the Council should adopt during the incident. It will:

- Identify the Council's main efforts and prioritise accordingly.
- Agree strategic actions and identify the responsible Service for specific tasks.
- Determine the Council's media strategy.
- Ensure the welfare of Council staff.
- Identify and monitor any threats or risks to the delivery of Council Services.
- Allocate resources from across the Council to focus on response activities.

Prior to the Crisis Response Management Team meeting, Corporate Directors should be briefed on the impact of the emergency and any key concerns by their Service Directors.

The Chair of the Crisis Response Management Team will brief the Leader of the Council who will ensure appropriate Member engagement.

Proposed Agenda for Crisis Response Management Team

1. Introductions and Confidentiality status.
2. Urgent issues?
3. Situation reports:
 - Duty Director (status of incident, multi-agency response, CEP activation).
 - Corporate Directors.
 - Media strategy and public information. (Key messages; Issues; Spokespersons, Conferences, Statements).
4. Strategic aims and intentions – Council or Thames Valley Local Resilience Forum/ multi-agency.
5. Priority actions for next phase.
6. Staff information and welfare.
7. Member involvement – update of Leader.
8. Finance & Resource implications.
9. Business Continuity issues not already covered.
10. AOB and Time / place of next meeting. Attendance confirmation.

Appendix 10 – Elected Members – Role Card

Role
<p>When an emergency occurs, Elected Members, as leaders of local places, have a vital role in providing civic leadership and reassurance to local people. Depending on the emergency, the council may become a lightning rod for emotions, and will need to manage this effectively. Visibility of senior politicians will be important, and the communications strategy should be seen as facilitating the civic leadership role.</p> <p>In an emergency, as with business as usual, councillors are not involved in the operational response led by officers but must play a leadership role that includes:</p> <ul style="list-style-type: none"> • political leadership; ensuring that their council is meeting its obligations under the Act, in terms of preparing for and responding to emergencies; • civic leadership; providing a focal point for the local area during an emergency situation • community leadership; helping to increase community resilience, and supporting communities' emergency responses and through the period of recovery. <p>Councils and Elected Members may be required to deal with many different types of civil emergency, and the nature of an emergency (e.g. whether it has involved loss of life, whether homes and businesses have had to be evacuated) will clearly shape the response and recovery to it. These different situations will also impact how councillors are able to fulfil their roles.</p> <p>It is important for Elected Members to receive emergency planning updates and briefings, and for senior officers to take part in training exercises. This process can also help ensure understanding of the relative roles and responsibilities of Elected Members and Council Officers, which will strengthen councils' ability to respond to an emergency and help ensure corporate resilience.</p>
Responsibilities of Elected members during an emergency
<p>To support emergency responses, Elected Members should:</p> <ul style="list-style-type: none"> • Ensure that the council continues to deliver services and provide support to the most vulnerable in the community and to those driven out of their homes. • Work with the council's communication team to act as a public face for the council in interactions with the media and the wider community through interviews and public meetings. It will be particularly important to take care to avoid issuing contradictory or unconfirmed information to the media and the public. The key messages agreed with the communications team should be clearly and consistently reiterated in all communications, including social media and face to face interactions with residents. • Assist with VIP visits, ensuring they are sensitive to the needs of the community. • Work with the council's communications team to keep onsite and remote staff and councillors informed by ensuring internal communications are updated in line with external communications. • Ensure that the council is fully and effectively cooperating with all relevant partners, not least the voluntary sector and making best use of all the support offered by the wider general public. • Support officers and colleagues who are closely involved in the emergency response and recovery, ensuring that periods of relief and additional support are provided. • If appropriate, make representation to the government for financial or other assistance. • Be involved in making key policy decisions and possibly having to consider recommendations from either the strategic coordination group or the recovery coordination group on strategic choices.

Notification of an emergency

The Leader / Deputy Leader of the Council will be advised of emergencies and updated on progress of the response by the Chief / Deputy Chief Executive Officer, the Duty Corporate Director or Duty Service Director (Incident Manager).

Consideration will be given to calling a special meeting of those Members listed below, to assist and advise the Chief Executive:

- Leader of the Council;
- Other necessary Cabinet Members and Spokesmen;
- Group Leaders;
- Locally Elected Members as necessary;

Alternatively, Democratic Services will provide the information link between the response and the Members. **PLEASE NOTE** - this is for passage of information only.

Response Activity

Leader of the Council/Deputy Leader of the Council

- Make any urgent decisions requiring Member approval.
- Decide which Cabinet Member should lead during the emergency.
- If the Leader of the Council is absent or cannot be contacted, and an immediate decision is required for the welfare of the community, the relevant Cabinet Member can take the decision.

Elected Members

In the early stages of an emergency there is little direct action an Elected Member can take. The emergency services and officers of the Council must be allowed to get on and manage the situation. The most important role for local councillors in the event of an emergency will be to be in their communities, providing support and reassurance to residents, calming tensions if these have become inflamed and providing as much information as possible, including correcting inaccuracies and rumours. In addition to the responsibilities mentioned earlier, Elected Members should:

- provide community leadership in their own wards;
- be present locally to identify the needs of individuals and the wider community and feed them in to the appropriate response or recovery organisation via Council Officers;
- signpost members of the public towards the right agency to get the support they need;
- communicate information to the public and media as required by the communications team;
- support and assist those affected in how they engage with the media;
- help the flow of accurate information. Because you will be regarded as an informed and credible source by the media and the public you will be invaluable in passing on information;

Further Guidance

- A Councillor's Guide To Civil Emergencies (Local Government Association)

Appendix 11 – Participation in the Multi-Agency Coordination Structures

Overview

All multi-agency activities will be undertaken consistent with the Joint Emergency Services Inter-Operability Principles (JESIP), the Thames Valley Local Resilience Forum's Emergency Response Arrangements and specific Thames Valley Local Resilience Forum capability plans.

At each required level of response (Operational, Tactical and Strategic), coordination locations will be set up from where this function will be implemented.

In order to fully coordinate with the Emergency Services, the Council will deploy appropriate staff to all coordination centres.

Some Services may be required to send technical officers to coordination centres as directed in emergency response arrangements (for example, Highways Officers to liaise with the Police Traffic Officers or Public Health to a Science and Technical Advice Cell).

JESIP

The Joint Emergency Services Interoperability Programme (JESIP) was developed to support a coordinated response in the early stages of a major or complex incident. It was initially aimed at the Emergency Services but it is now the basis for multi-agency response. It is also scalable. Further information is available at <https://www.jesip.org.uk>

Thames Valley Local Resilience - Emergency Response Arrangements

Any emergency requires a combined and co-ordinated response that links the expertise and resources of different responding organisations. Due to the potential number and diversity of organisations involved in emergency response and recovery, effective command and control structures should be planned before incidents.

This Plan does not stand alone but should be used in conjunction with other relevant multi and single-agency plans and procedures during an incident. This documents contains references to these plans together with other documents and websites.

Thames Valley Local Resilience Forum plans are located in the relevant Thames Valley Local Resilience Forum pages on ResilienceDirect: <https://collaborate.resilience.gov.uk/RDService/home/116531/Plans>

The response structures are designed to be flexible and adaptable to the needs of any incident facing Local Resilience Forum responders – what constitutes an appropriate level of escalation and support for active coordinating groups is a decision for the Partner Activation Teleconference and / or active coordinating group(s).

Incident Control Point

The Emergency Services responders will need to coordinate their response at the scene. This will be done at the Incident Control Point. The Incident Control Point will be at the scene within the outer cordon but outside the inner cordon.

A Local Authority Liaison Officer may be requested to attend the Incident Control Point or may deem it necessary to attend in order to coordinate their response with the Emergency Services.

Tactical Coordinating Centre / Tactical Coordinating Group

The Tactical Coordinating Group will meet at a designated Tactical Coordination Centre. This will depend on the type and location of the emergency but will usually be the main police station in the area in the designated 'Silver Suite'. It is possible that a 'forward' Tactical Coordinating Centre may be set up closer to the scene of the emergency.

It may be necessary to provide a representative to the main Tactical Coordinating Group at a Tactical Coordinating Centre, or to another agency's own silver command or emergency centre. This will help to ensure that a smooth and consistent flow of information is maintained, whilst offering the host agency expert advice from the visiting liaison officer from the viewpoint of their own authority. The Civil Contingencies Unit will provide representation at the Tactical Coordinating Group / Tactical Coordinating Centre.

The responsibilities of a Council Tactical Coordinating Group representatives are:

- To provide responding partners with an intelligent interface with the Council;
- Gathering information to feedback as necessary;
- Liaison with emergency responders on behalf of the Council;
- Assessing the wider impact of the incident on both the Council and the Community;
- Identify Council resources that may assist in the response;
- Refer decision making to those within the authority who are able/capable/trained to make those decisions;
- Attend multi-agency Tactical Coordinating Group meetings to represent the Council.

The Tactical Coordinating Group Representative will also need to liaise with any Council's strategic representative who is deployed to the Strategic Coordinating Group. It is important that regular communication is maintained between two support groups to ensure effective and coordinated representation.

Strategic Coordinating Group

The Strategic Coordinating Group Representative will be a Corporate Director who will be identified by the Chief Executive Officer or Duty Director and represents the Council. They must have the authority to make executive decisions on behalf of the Chief Executive Officer.

The Strategic Coordinating Group Representative will be supported by a member of the Civil Contingencies Unit.

The role of the Strategic Coordinating Group Representative is:

- To represent the Chief Executive Officer and Council at the Strategic Coordinating Group
- On occasion, to represent ALL Thames Valley Local Authorities at the Strategic Coordinating Group.
- To take appropriate decisions on behalf of the Council with regards to resources, media, policy etc.
- To keep the Crisis Response Management Team and Chief Executive Officer informed of the developing Strategic situation through the Emergency Operations Centre.
- To anticipate the impact of decisions on the Council and communicate that to the Strategic Coordinating Group and Crisis Response Management Team.
- If requested, to chair the Recovery Coordinating Group of the Strategic Coordinating Group.

Multi-Agency Cells

The Thames Valley Local Resilience Forum Emergency Response Arrangements and Plans outline a number of Cells and Groups. Where necessary, the Civil Contingencies Unit will identify these Cells / Groups and work with Services to find the most appropriate available representation.

Appendix 12 - Training & Exercising

Training

Staff should have an understanding of their current emergency response arrangements.

Staff and Members should have a general awareness of the Emergency Plan.

Service Directors (or equivalent) are responsible for ensuring that they have a sufficient number of appropriately trained staff to undertake their emergency response role. Deputies should be identified and trained.

Identified volunteer staff and those with specialist skills will also attend a range of new and refresher training each year.

Member training will also be made available (Initial training scheduled for June/July 2020)

Exercising Requirements

The Emergency Plan will be exercised at least annually.

The Council will continue to participate in multi-agency exercises to confirm its capability to respond to emergencies.

Appendix 13 – Information Management Systems

ResilienceDirect:

ResilienceDirect is the Government sponsored information management system created predominantly for multi-agency preparedness, but which is being continually developed for response. It is a secure (to OFFICIAL) website that is not reliant on the Council server. It is accessible from any computer, including tablets. Only those with User licences are able to use ResilienceDirect.

In the event of an emergency in the community, response pages can be set up. These can be set up by the Council, but are more likely to be set up by the Thames Valley Local Resilience Forum to support the multi-agency response. Users need to have access to the Thames Valley Local Resilience ResilienceDirect pages. The ResilienceDirect response page will be used to share Minutes of meetings, multi-agency reports, maps and other information, preventing the need for emailing. New information alerts can be sent by email, with associated document link.

There is a ResilienceDirect mapping capability which is used by the Civil Contingencies Unit.

MissionMode®:

MissionMode® is a commercial information management system accessible to licence holders using the Internet. It helps to share critical information across responding organisations, especially across multi-agency coordination centres, in real-time. There is also an alert notification system, allowing alerts to be sent via email, SMS, voice to individuals.

Everbridge / activation of Thames Valley Local Resilience Forum Emergency Response Arrangements:

The Thames Valley Local Resilience Forum has a capability to notify partners and activate teleconferences using the Everbridge system. Procedures for using this are covered in the Emergency Response Arrangements and are held by the Civil Contingencies Unit and on ResilienceDirect.

Appendix 14 - Response arrangements of the former Councils

Council Response Arrangements

Until the new structures are finalised, some elements of the local response to an emergency will need to continue to be facilitated by the former council's emergency response arrangements and co-ordinated by the former organisations emergency planning officers.

Former County Council Functions	Former District Councils Functions
<ul style="list-style-type: none"> • Road clearance / diversions • Transport for evacuees • Care for those with special needs • Welfare and psychological support • Decontamination of land and buildings • Temporary mortuary facilities • Recovery and restitution planning • Public information • Plant and labour 	<ul style="list-style-type: none"> • Emergency shelter / accommodation • Environmental health advice • Waste collection • Advice on dangerous structures • Public health burials • Public information • Plant and labour

To activate these responses contact will need to be made as follows:

Former Buckinghamshire County Council

<p><u>During office hours</u></p> <p>Duty Civil Contingencies Officer Via Thames Valley Fire Control Services</p> <p>*****</p> <p>(Numbers available on secured copy)</p>	<p><u>Outside Work Hours (evenings and weekends)</u></p> <p>Duty Civil Contingencies Officer Via Thames Valley Fire Control Services</p> <p>*****</p> <p>(Numbers available on secured copy)</p>
---	--

Former Aylesbury Vale District Council

<p><u>During office hours</u></p> <p>Community Safety Advisor (Emergency Planning Officer)</p> <p>*****</p> <p>*****</p> <p>(Numbers available on secured copy)</p>	<p><u>Outside Work Hours (evenings and weekends)</u></p> <p>Standby Duty Officer</p> <p>*****</p> <p>*****</p> <p>(Numbers available on secured copy)</p>
---	---

Former Chiltern and South Bucks Areas

<p><u>During office hours</u></p> <p>Emergency Planning Officers / BCM officers</p> <p>*****</p> <p>(Numbers available on secured copy)</p>	<p><u>Outside Work Hours (evenings and weekends)</u></p> <p>*****</p> <p>(Numbers available on secured copy)</p>
---	--

Former Wycombe District Council

<p><u>During office hours</u></p> <p>Divisional Environmental Health Officer (Emergency Planning Officer)</p> <p>*****</p> <p>*****</p> <p>(Numbers available on secured copy)</p>	<p><u>Outside Work Hours (evenings and weekends)</u></p> <p>Divisional Environmental Health Officer (Emergency Planning Officer)</p> <p>*****</p> <p>(Numbers available on secured copy)</p>
--	--

More detailed contact lists are held with the Emergency Response Arrangements of the former Councils.

Appendix 15 – Health and Safety

Health and Safety

Under the Management of Health and Safety at Work Regulations 1999 the Council has a duty to ensure that appropriate measures are in place in the event of serious and imminent danger. A duty of care is owed to all employees, contractors and volunteers to safeguard them from risks to their safety when deployed as part of the Council's emergency response.

Health and safety at work duties are especially pertinent to an emergency response, including risk assessments and provision of personal protective equipment (PPE). However, due to urgency and the rapidly changing nature of major emergencies, it is likely that more reliance will be placed upon dynamic risk assessment. Awareness of hazards and their potential to cause harm will need to be addressed by all levels of response.

It is important that managers and staff recognise when their limit of knowledge and understanding of potential hazards has been reached and they need to seek competent advice before proceeding with an activity.

Staff Welfare

Staff engaged in major emergency response may find the experience both physically and emotionally challenging. Exposure to traumatic events, or close contact with people who have just experienced or witnessed a traumatic event, can have negative impacts upon staff wellbeing, especially if appropriate safeguards are not put in place and followed.

Crisis management involving long working hours, often combined with intense activity demanding rapid decision making, is potentially stressful. Careful selection of staff for such roles and appropriate support can help to minimise this risk. Management awareness of those staff with personal links to individuals directly involved in the disaster or direct links to similar events in the past should also form part of the criteria for selection of personnel for particular roles.

Managing shift lengths and rotation of staff, structured breaks with adequate refreshments and opportunities to engage in informal discussion with colleagues away from the "front line" can also help to minimise potentially damaging stress.

When staff are working away from their office base, especially when deployed to a scene they must ensure their own personal safety and welfare and should not take any unnecessary risks.

Staff should be made aware of the Council's counselling service and Staff Care Services and how they can access it. Participation in training and exercising will better prepare staff to cope in an emergency.

Appendix 16 - Communications Team response

The communications response for the incident will be coordinated by the Communications Team who will liaise with Service areas, elected Members and external partners as appropriate.

In the event of a multi-agency emergency, the Thames Valley Local Resilience Forum Warning and Informing Group may form a Media Advice Cell, based on the Thames Valley Local Resilience Forum Communications Plan that will coordinate the response to the Media. The Communications Team will participate in any Media Advice Cell.

Specific responsibilities of the Communications Team include:

- Advising on the most appropriate warning and informing communication channels.
- Attending the Crisis Response Management Team to verify information and coordinate the media response (for example press statements, messages out through social media / call centre / help line as appropriate).
- Provision of information (e.g. FAQs) to the Customer Service Centre.
- Handling media enquiries, monitoring and reporting on subsequent coverage.
- In liaison with TVP and other stakeholders, selecting sites for potential media briefing centres and providing one or more media officers to work with other agencies' media staff.
- Advising senior managers and elected Members on the communications strategy for the incident, in particular the media strategy and related tactics.
- Arranging for suitable spokespeople to give interviews and attend press conferences where needed.
- Producing media releases and public information bulletins in conjunction with partner agencies.
- Keeping staff fully informed through agreed channels.
- In conjunction with Thames Valley Police, coordinate the media (and related) arrangements for VIP visits.

Appendix 17 – Finance & Procurement Team response

The Finance & Procurement Service will:

- Provide advice on all financial matters relating to the incident or emergency.
- Establish the necessary accounting procedures (including any emergency expenditure codes) to ensure that all costs are identified and correctly charged.
- In conjunction with the Principal Solicitor and Chief Executive, assist with the establishment and operation of a Disaster Appeal Fund, where appropriate.
- Prepare claims in connection with the Bellwin Scheme or similar procedure.
- Notify the authority's liability insurers of the incident and advise Business Units / Services on the accounting procedures required.
- Provide specific business advice on contract management, purchasing and distribution arrangements, as required and